Human Resources Practices for Effective Management

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HR&B Mission & Strategy

• Provide system wide leadership of a progressive HR system which focuses on building and sustaining a diverse faculty and staff that will most effectively support UC’s mission of teaching, research and public service.
HR&B Updates

– OP Restructuring
– Total Compensation Programs
  • Retirement
  • Health & Welfare Costs
  • Retiree Health
  • START

“The Report of the Working Group on the Roles of the Office of the President” identifies the role of the President as falling into four areas

Executive head of university as a whole

- Academic Leader of the Institution
- Chief Executive Officer
- Primary External Advocate
- Guardian of Public Trust
The University of California

**BUSINESS OFFICER INSTITUTE**

**HR/B Redesign - Initiatives**

2007 - 2008

**SMG Compensation Policy Review**

**Alternate Models for Benefits Administration**

**Local HR**

**Reporting Needs Assessment**

Examining Infrastructure Requirements as related to Information & Reporting (formerly HRIS)

**Future Vision & Organization Design**

Implementation

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**Alternate Models for Benefits Administration –**

**Pension Administration Review Timeline - Phases 1 & 2**

- **March**
  - March Regents
- **April**
  - Release RFP, Bidders Conference
- **May**
  - RFP Responses Deadline
  - Evaluate RFP, Select Finalists
- **May - July**
  - Finalist Presentations
- **June - September**
  - Compare Vendors to Current UC Administration
- **August**
  - Site Visits
- **August - October**
  - Consultations
- **October**
  - Decision

**Phase 3 –**

**Implementation**: 2009 – 2010, depending on the selected model
Common HR Issues Facing Business Officers as HR Managers

- Recruitment, Selection & Diversity
- Employee/Labor Relations
- Performance Management
- Preventing & Managing Work Place Conflict
Recruitment, Selection & Diversity
(Case Study)

• Jobs are broader in scope
• Behavioral competencies
  – Technical knowledge
  – Communication skills
  – Flexibility
  – Team player/interpersonal skills
  – Valuing diversity
  UC Staff Policies: 20 Recruitment, 21 Appointment, 12 Nondiscrimination, 14 Affirmative Action

Hiring Parameters
Statutes, Legalities, Policies

• Federal and State Laws
• UC labor agreements
• UC policies
  – Standing Orders of the Regents
  – HR policies: Academic, Personnel Policies for Staff Members (SMG, MSP/PSS)
Diversity Goals

http://www.universityofcalifornia.edu/diversity/

- Educate and communicate the value
- Build pools of qualified candidates
- Support career development
- Compensation guidance
  - UC Staff Policy – 14 Affirmative Action, 50 Professional Development
  - Presidential Policy – Nondiscrimination and Affirmative Action Policy Regarding Academic and Staff Employment
- Regent Island’s UCLI presentation - Inclusion

How to Motivate Employees
Rewards & Recognition

- Capable, effective and respectful supervision
- Interesting work
- Work life balance
- Compensation, incentive awards
- Career advancement/opportunities
  - UC Staff Policies: 30 Salary, 34 Incentive Awards, 50 Professional Development, 51 Reduced Fee Enrollment
Performance Management

- Continuous communication
- The “process”
  - Set objectives & goals
  - Communicate expectations
  - Measure & evaluate
- Look to the future – developmental opportunities
- Annual written appraisal
  [UC Staff Policy](#) – 23 Performance Management

Preventing Work Place Conflict

- Due process – respect employee rights
- Use campus resources
- Communicate reasons for decision
- “Just Cause”
- Avoid escalation
  - Progressive discipline
  - Mediation
Managing Work Place Conflict

- Formal Complaint Process
  - Grievance and appeal process
  - Hearings and fact finding
  - Arbitration

- Protection from Retaliation
  UC Staff Policies: 62 Corrective Action, 63 Investigatory Leave, 64 Termination, 70 Complaint Resolution, Whistleblower policy

Restructuring Staff/Organization

- Know organization’s needs
- Coordinate with local HR
- Comply with rights & obligations
- Focus on the position not the person
- Know the policy/labor agreement provisions
  UC Staff Policies: 60 Layoff and Reduction in Time, 61 Release
Managing Change

- Talent management and succession planning
- Knowledge management
- Change management
- Communication

Your Resources

- Human Resources office
- Labor Relations manager
- Systemwide Human Resources policies
  - http://atyourservice.ucop.edu/
- Labor Relations contracts
QUESTIONS?